



Government of the District of Columbia

Anthony A. Williams, Mayor

D.C. Office of Personnel

Strategic Business Plan

FY 2004-2005

D.C. Office of Personnel Offices

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Agency Mission

The Mission of the DC Office of Personnel is to provide comprehensive human resource management services to client agencies so they can strengthen individual and organizational performance and enable the government to attract develop and retain a highly qualified, diverse workforce.

Issue Statements

1. Human resources processes are more complex and labor intensive than they need to be; few personnel processes are automated.
2. Complete workforce data (current & historical) is not maintained in any one database.
3. HR Advisors in agencies have uneven HR expertise.
4. Staff's focus is on pushing paper and enforcing archaic rules rather than on supporting people and results.
5. Workforce planning is uneven and incomplete.
6. Uncompetitive salary structure for many positions makes recruitment and retention difficult.
7. Stakeholders identify lack of timeliness in service delivery, need for improved communication with clients and outdated personnel policies (DPM) as major issues for DCOP.
8. Stakeholders are demanding near-term service enhancements.

Strategic Result Goals

1. Attract, select and retain top quality employees

- 1.1 Streamline and improve the quality of the hiring process
 - FY04: 100% of agencies under the authority of the Mayor that have workforce plans in place by September 30th
 - FY05: 100% of agencies under the authority of the Mayor that have workforce plans in place by September 30th
- 1.2 Build a competitive benefits structure
 - FY04: 70% of benefit plans offered will be equivalent to benefit plans offered by similar organizations in a benefit survey
 - FY05: 75% of benefit plans offered will be equivalent to benefit plans offered by similar organizations in a benefits survey
- 1.3 Continue to streamline and improve compensation and classification structure and processes
 - FY04: 60% of current pay schedules will be reduced
 - FY05: 65% of current pay schedules will be reduced

2. Consistently support high quality performance

- 2.1 Improve utilization of performance evaluation systems and reward mechanisms
 - FY04: 90% of employees covered under PMP will have a performance plan in place by October 31
 - FY05: 92% of employees covered under PMP will have a performance plan in place by October 31
 - FY04: 85% of employees will have a performance evaluation completed on time
 - FY05: 87% of employees will have a performance evaluation completed on time
- 2.2 Build caliber of management through supervisory/managerial training
 - FY04: 85% of Management Supervisory Service employees will complete required training
 - FY05: 85% of Management Supervisory Service employees will complete required training
- 2.3 Increase knowledge and enhance skills of DC government employees through training classes offered by the Center for Workforce Development
 - FY04: 75% of employees indicate training helped them gain knowledge or apply new skills in performing their jobs
 - FY05: 80% of employees indicate training helped them gain knowledge or apply new skills in performing their jobs

3. Build a professional and effective human resource management infrastructure

- 3.1 Provide training to build skills and professionalism of DC Office of Personnel staff
 - FY04: 75% of supervisory and professional staff will complete 40 hours of human resources training
 - FY05: 80% of supervisory and professional staff will complete 40 hours of human resources training
- 3.2 Provide training to build skills and professionalism of client agency HR staff
 - FY04: 80% of Human Resource Advisors will complete DCOP-sponsored HR training
 - FY05: 85% of Human Resource Advisors will complete DCOP-sponsored HR training
- 3.3 Create a modern, reliable HR management infrastructure
 - FY04: Implement the core Human Resource Information System (HRIS) component of the ASMP
 - FY05: Procure and implement the advanced benefits, pension and service center components of the HRIS

Program and Activity Structure

PROGRAMS

- I. Policy and Program Development
- II. Management Services
- III. Employee Services
- IV. Agency Management Program

I. PROGRAM: Policy and Program Development

A. ACTIVITY: Policy

- 1) Service: Policies
- 2) Service: Consultations (complex)
- 3) Service: Interpretations

B. ACTIVITY: Performance Management

- 1) Service: Consultations
- 2) Service: Forms
- 3) Service: Approvals
- 4) Service: Compliance Reviews
- 5) Service: Training Classes
- 6) Service: Manuals
- 7) Service: Instructions
- 8) Service: Reports
- 9) Service: IRC Hearings and Decisions

C. ACTIVITY: Compensation

- 1) Service: Pay scales
- 2) Service: Compensation strategies
- 3) Service: Classification strategies
- 4) Service: Consultations
- 5) Service: Interpretations
- 6) Service: Retirement disability claims (police, fire, secret service) adjudications

D. ACTIVITY: Employee and Organizational Development

- 1) Service: Training Classes
- 2) Service: Training contractual agreements
- 3) Service: Employee and organizational assessments
- 4) Service: OD interventions

II. PROGRAM: Management Services

A. ACTIVITY: Employment/Hiring

- 1) Service: Recruitment Plans
- 2) Service: Certified Position Descriptions_
- 3) Service: Applicant Lists (ARPP/DEP/Applicant Pool/Selections Certificate)
- 4) Service: Applicant Screenings
- 5) Service: Reference Checks
- 6) Service: Job Offers
- 7) Service: Job Announcements
- 8) Service: Commitment Dates
- 9) Service: Recruitment Events
- 10) Service: Request for Non-Competitive Decisions
- 11) Service: Direct Hires

- 12) Service: Placement Actions
- 13) Service: Reduction-in-force letters

B. ACTIVITY: Organizational Design and Workforce Planning

- 1) Service: Classified position descriptions
- 2) Service: Organization design guidance
- 3) Service: Desk audit findings
- 4) Service: Consultations/Advice
- 5) Service: Workforce plan database reports
- 6) Service: Position description instructions
- 7) Service: Position description and evaluation statements
- 8) Service: Reduction in force planning/consultations

C. ACTIVITY: Counseling

- 1) Service: Management /Complaint consultations
- 2) Service: Needs assessments
- 3) Service: Letter template
- 4) Service: Workshop/briefings conducted
- 5) Service: Performance Improvement Plans Template
- 6) Service: Workplace policy development (ADA, FMLA, Sexual Harassment, etc.)
- 7) Service: HR Council/HR Advisors – meetings

III. PROGRAM: Employee Services

A. ACTIVITY: Employee Support

- 1) Service: Counseling sessions
- 2) Service: Customer Inquiry Responses
- 3) Service: Health, Optical and Dental Benefit Plan Consultations
- 4) Service: Retirement Plan Consultations
- 5) Service: Benefits Calculations
- 6) Service: Benefit Eligibility Determinations
- 7) Service: Compliant/Suggestion Responses
- 8) Service: Benefits Presentations and Information
- 9) Service: Promotions
- 10) Service: New Hires
- 11) Service: Employment Verifications
- 12) Service: HR Policy Information
- 13) Service: Benefit plans
- 14) Service: Retirement plans

B. ACTIVITY: Processing and Information Management

- 1) Service: Processing of personnel actions
- 2) Service: Maintenance, Storage and Archiving of Employee Records
- 3) Service: Marketing Materials
- 4) Service: Notifications
- 5) Service: Surveys
- 6) Service: Statistical analyses
- 7) Service: Data reports
- 8) Service: Benefits Enrollment Confirmation

IV. PROGRAM: **Agency Management Program**

A. ACTIVITY: **Personnel**

- 1) Service: Workforce plans
- 2) Service: Recruitment plans
- 3) Service: Candidate selection recommendations
- 4) Service: Job analysis and classification recommendations
- 5) Service: Legal and regulatory interpretations
- 6) Service: Personnel Policy Interpretations and Recommendations
- 7) Service: Personnel Policy and Procedural Updates
- 8) Service: Employee relations management/staff consultations
- 9) Service: Staff Consultations and Inquiry Responses
- 10) Service: Employee Complaint/Grievance Investigation Reports
- 11) Service: Organization Development Facilitations and Consultations
- 12) Service: Analytical Reports

B. ACTIVITY: **Training and Employee Development**

- 1) Service: Training Needs Assessments
- 2) Service: Training Plans
- 3) Service: Training Classes, Seminars and Workshops
- 4) Service: Tracking System
- 5) Service: Internal Educational Consulting Services
- 6) Service: Training Reports

C. ACTIVITY: **Contracting and Procurement**

- 1) Service: Monitoring and Compliance Services
- 2) Service: Procurement Recommendations
- 3) Service: Change Orders
- 4) Service: Technical Assistance
- 5) Service: Purchase Reports
- 6) Service: Service Level Agreements (SLA's)
- 7) Service: Memorandums of Understanding/Service Agreements

D. ACTIVITY: **Property Management**

- 1) Service: Space Management
- 2) Service: Space Allocations
- 3) Service: Fixed Costs Projections
- 4) Service: Security Services
- 5) Service: Emergency Response
- 6) Service: Relocation Support
- 7) Service: Postal Services
- 8) Service: Parking Services
- 9) Service: Facility Coordination
- 10) Service: Furniture Relocations
- 11) Service: Recycling Services

E. ACTIVITY: **Information Technology**

- 1) Service: DCOP Networking platforms
- 2) Service: DCOP Data networking
- 3) Service: Hardware Specifications
- 4) Service: Hardware purchases
- 5) Service: Hardware Maintenance
- 6) Service: Hardware Installations
- 7) Service: Software specifications
- 8) Service: Software license purchases
- 9) Service: Customized (internally developed) software applications
- 10) Service: Software Installations

- 11) Service: File backups/recoveries
- 12) Service: Help desk inquiry responses
- 13) Service: Data reports
- 14) Service: Long range IT plan
- 15) Service: Telephony hardware repair and change
- 16) Service: Telephony voice mail accounts
- 17) Service: Web access services
- 18) Service: Web pages
- 19) Service: Electronic File storage/areas

F. ACTIVITY: Business Process Reengineering

- 1) Service: Project Plans
- 2) Service: Functional specifications
- 3) Service: Transition reporting tools
- 4) Service: Needs assessment
- 5) Service: Process redesign
- 6) Service: Process/system recommendations
- 7) Service: Staffing recommendations
- 8) Service: Process flows/maps
- 9) Service: Training classes
- 10) Service: Coaching Sessions
- 11) Service: User groups
- 12) Service: Consultations
- 13) Service: Capital program management

G. ACTIVITY: Financial Services

- 1) Service: Agency Budget Development and Monitoring
- 2) Service: Revenue and Expenditure Tracking Reports
- 3) Service: Revenue and Expenditure Estimates (FRP)
- 4) Service: Annual Financial Report
- 5) Service: Capital Project/Grant Closeouts
- 6) Service: Grant Management /Allocations
- 7) Service: Budget Variance Analyses
- 8) Service: Budget Change Requests
- 9) Service: Fund Certifications
- 10) Service: Activity Management

H. ACTIVITY: Risk Management

- 1) Service: Risk Management Plans
- 2) Service: Risk Assessments
- 3) Service: Incident Analyses
- 4) Service: Policy Recommendations
- 5) Service: Legal and regulatory interpretations
- 6) Service: Status Report
- 7) Service: Risk Management Interventions
- 8) Service: Consultations

I. ACTIVITY: Fleet Management

- 1) Service: Motor Pool Cars

J. ACTIVITY: Legal Services

- 1) Service: Legal Advice
- 2) Service: Legal Sufficiency Reviews
- 3) Service: Statutory and Regulatory Interpretations
- 4) Service: Document Reviews
- 5) Service: Document Drafting
- 6) Service: Legal Research
- 7) Service: Investigations

- 8) Service: Risk Assessments

K. ACTIVITY: Communications

- 1) Service: Newsletters
- 2) Service: Informational Bulletins
- 3) Service: Informational Meetings
- 4) Service: Media Request Responses
- 5) Service: Promotional Campaigns
- 6) Service: Posters, Brochures and Catalogs
- 7) Service: Media Outreach Services
- 8) Service: Website Content
- 9) Service: Workshops
- 10) Service: Congressional Inquiry Responses
- 11) Service: Council Inquiry Responses

L. ACTIVITY: Customer Service (Internal)

- 1) Service: Time and Attendance Services
- 2) Service: Purchase Order Deliveries
- 3) Service: Telephone Billing
- 4) Service: Equipment Maintenance and Repairs
- 5) Service: Procurements
- 6) Service: Employee Reimbursements
- 7) Service: Travel Reimbursements
- 8) Service: Inventory Management Services
- 9) Service: Forms
- 10) Service: Safety/security checks and coordination
- 11) Service: Agency Reports
- 12) Service: Fare cards
- 13) Service: Flashcards

M. ACTIVITY: Performance Management

- 1) Service: Strategic Plans
- 2) Service: Human Resource Advisory Services
- 3) Service: Policy/Procedural Guidance
- 4) Service: Performance Reports

Program Purpose Statements and Results

PROGRAM 1 – POLICY AND PROGRAM DEVELOPMENT¹

The **Policy and Program Development** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of Policy and Program Development is to provide policy development, performance management, compensation structures and benefits plans, and individual and organization development services to District employees so that District organizations operate more productively by attracting, developing and retaining employees who perform at a high quality level.

Key Result Measures:

1. Percent of on-time policy consultations (FY04 target: 75%; FY05 target: 80%)
2. Percent of employees covered under the PMP with a performance plan in place on time (FY04 target: 90%; FY05 target: 90%)
3. Percent of eligible employees whose performance evaluation is completed on time (FY04 target: 85%; FY05 target: 85%)
4. Percent of employees who indicate during their exit interview that salary was a factor in their decision to leave the District (FY04 target: 40%; FY05 target: 40%)
5. Percent of benefit plans offered that are equivalent to benefit plans offered by similar organizations included in a benefits survey (FY04 target: 70%; **FY05 target: 75%**) This Key Result Measure will be part of Program 3 in FY'05
6. Percent of employees indicating that training helped improve their job performance through the application of new skills (FY04 target: 75%; FY05 target: 80%)

PROGRAM 2 – MANAGEMENT SERVICES

The **Management Services** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of Management Services is to provide services and advice to agencies and management in the areas of workforce planning, recruitment, selection, classification, organizational design/realignment, employee discipline, and performance advice and counseling so that District agencies and managers can operate more productively by attracting and retaining qualified employees who perform at a high level of efficiency.

Key Result Measures:

1. Percent of planned workforce request commitments met on time (FY04 target: 90%; FY05 target: 90%)
2. Percent of unplanned workforce commitments met on time (FY04 target: 80%; FY05 target: 80%)
3. Percent of high turnover/high demand continuously announced job titles with viable candidates (FY04 target: 100%; **FY05 target: 100%**) This Key Result Measure will go away in FY'05.
4. Percent of HR Council/Advisor meetings held (FY04 target: 100%), HR Council/Advisor meetings attendance% (FY05 target: 100%)

PROGRAM 3 – EMPLOYEE SERVICES

The purpose of **Employee Services** is to provide advice, guidance, counseling, assistance and information to current and prospective District employees so they can receive timely and accurate HR information and easy access to HR services.

Key Result Measures:

¹ The agency Key Result Measures reflect updates agreed upon during the FY 2005 budget development process. Please refer to the agency's budget chapter in the FY 2005 Proposed Budget and Financial Plan for details regarding specific Key Result measures.

1. Percent of client agencies satisfied with DCOP Management and Employee Services (FY04 target: 75%; FY05 target: 85%)
2. Percent of surveyed employees satisfied with DCOP Management and Employee Services (FY04 target: 75%; FY05 target: 85%)
3. Percent of benefit plans offered equivalent to those offered by similar organizations (FY04 target: 70%; FY05 target: 75%)
4. Percent of actions processed within established timeframe (FY04 target: 90%; FY05 target: 92%) This Key Result Measure will go away in FY'05.

PROGRAM 4 – AGENCY MANAGEMENT

The **Agency Management** program primarily supports the Citywide Strategic Priority area of *Making Government Work*. The purpose of this program is to provide support services to DCOP employees so they can deliver human resource services on time, within budget and as promised to their customers.

Key Result Measures:

1. Dollars saved by agency-based labor management partnership project(s) (FY04 target: TBD; FY05 target: TBD)
2. Percent variance of estimate to actual expenditure (FY04 target: <5%; FY05 target: <5%)
3. Cost of Risk (FY04 target: TBD; FY05 target: TBD)²
4. Rating of 4-5 on all four telephone service quality criteria:
 - 1) Courtesy, 2) Knowledge, 3) Etiquette and 4) Overall Impression (FY04 target: 4; FY05 target: 4)
5. Percent of Key Result Measures achieved (FY04 target: 70%; FY05 target: 70%)

² This measure replaces "Percent reduction of employee lost workday injury cases." Cost of Risk will be a comprehensive measure of a wide range of risks confronting each agency, including but not limited to safety issues, financial risks, and potential litigation. Agencies will establish a baseline in FY 2004 (FY 2005 for PBB III agencies) and will seek to achieve reductions in the Cost-of-Risk in subsequent years. Lost workdays due to injuries will be one of many components of the Cost-of-Risk formula.

Activity Purpose Statements and Performance Measures

PROGRAM	Policy and Program Development
Activity	Policy
Activity Purpose Statement	The purpose of the Policy activity is to provide policy development and consultation services to DCOP staff and agency managers so they can gain accurate information on human resource policies and get answers to their questions in a timely manner.
Services that Comprise the Activity	Policies Consultations (complex) Interpretations
Activity Performance Measures (Target & Measure)	<p>Results: (<i>Key Result Measures Italicized</i>) <i>75% of on-time policy consultations provided within mutually established timeframes (FY05 target: 80%)</i></p> <p>Outputs: # of policies reviewed # of updated policies issued (including issuances, bulletins, instructions) # of new policies issued # of legislative proposals written # of consultations</p> <p>Demand: # of policies requiring review # of anticipated policies requiring updates # of anticipated new policies # of consultations anticipated</p> <p>Efficiency: \$ cost per policy issued</p>
Responsible Program Manager	Jo Ellen Gray, Associate Director, Policy and Program Development Division
Responsible Activity Manager	Jessica Pimentel, Policy Manager
FY 2005 Budget (Gross Funds)	\$637,257
FTE's	

PROGRAM	Policy and Program Development
Activity	Performance Management
Activity Purpose Statement	The purpose of the Performance Management activity is to provide performance management guidance and assistance services to District agency managers so they can recognize, reward and hold their employees accountable for meeting performance goals and objectives.
Services that Comprise the Activity	Consultations Forms Approvals Compliance Reviews Training Classes Manuals Instructions Reports IRC Hearings and Decisions
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 90% of employees covered under the PMP with a Performance Plan in place by October 31(FY05 target: 90%) 85% of eligible employees whose performance evaluation is completed on time (FY05 target: 85%)</p> <p>Outputs: # of training workshops conducted # of Performance Plans tracked for compliance # of Performance Evaluations tracked for compliance # of incentive awards reviewed</p> <p>Demand: # of employees anticipated # of employees expected to be added to PMP # of incentive awards approval requests anticipated</p> <p>Efficiency: \$ cost per PMP participant</p>
Responsible Program Manager	Jo Ellen Gray, Associate Director, Policy and Program Development Division
Responsible Activity Manager	Tom Tedesco, Performance Manager
FY 2005 Budget (Gross Funds)	\$68,317
FTE's	

PROGRAM	Policy and Program Development
Activity	Compensation
Activity Purpose Statement	The purpose of the Compensation activity is to provide compensation services to the District so it can attract and retain a qualified workforce.
Services that Comprise the Activity	Pay scales Compensation strategies Classification strategies Consultations Interpretations Retirement disability claims (police, fire, secret service) adjudications
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 40% of employees who indicate during their exit interview that salary was a factor in their decision to leave the District (FY05 target: 40%) 70% of benefit plans offered that are equivalent to benefit plans offered by similar organizations, included in a benefits survey (FY05 target: 75%) This Key Result Measure will be part of Program 3 in FY'05.</p> <p>Outputs: # of salary surveys conducted</p> <p>Demand: # of salary surveys anticipated # of FTE positions anticipated</p> <p>Efficiency:</p>
Responsible Program Manager	Jo Ellen Gray, Associate Director, Policy and Program Development Division
Responsible Activity Manager	Daniel Hernandez, Sr. Compensation Analyst
FY 2005 Budget (Gross Funds)	\$1,953,520
FTE's	

PROGRAM	Policy and Program Development
Activity	Employee and Organization Development
Activity Purpose Statement	The purpose of the Employee and Organization Development activity is to provide individual and organization development services to District employees and agency managers so that employees can increase their knowledge and enhance their skills, and increase productivity through organizational improvements.
Services that Comprise the Activity	Training classes Training contractual agreements Employee and organizational assessments OD interventions
Activity Performance Measures (Target & Measure)	<p>Results: (<i>Key Result Measures Italicized</i>) <i>75% of employees indicating training helped them gain knowledge or apply new skills in performing their jobs. (FY05 target: 80%)</i></p> <p>Outputs: # of employees provided training classes # of classes provided # of MSS employees provided required training</p> <p>Demand: # of training class requests anticipated # of MSS employees anticipated to need services # of new MSS hires anticipated to need services # of employees anticipated to need services</p> <p>Efficiency: \$ cost per employee trained \$ cost per employee no-show \$ cost per MSS employee trained</p>
Responsible Program Manager	Jo Ellen Gray, Associate Director, Policy and Program Development Division
Responsible Activity Manager	Sandra Robinson, CWD Associate Director
FY 2005 Budget (Gross Funds)	\$ ³
FTE's	

³ The Employee and Organization Development activity, is actually the Center for Workforce Development. The Employee and Organization Development, funds, \$1,024,000, are budgeted in the agency HD0 (also called the Human Resource Development Fund). These two agencies work in concert and are under the same management structure.

PROGRAM	Management Services
Activity	Employment/Hiring
Activity Purpose Statement	The purpose of the Employment/Hiring activity is to provide recruitment, selection and placement services to client agencies so they can make timely hiring and placement decisions.
Services that Comprise the Activity	Recruitment Plans Certified Position Descriptions Applicant Lists (ARPP/DEP/Applicant Pool/Selection Certificate) Applicant Screenings Reference Checks Job Offers Job Announcements Commitment Dates Recruitment Events Request for Non-Competitive Decisions Direct Hires Placement Actions Reduction-in-force letters
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 90% planned workforce request commitments met on time each fiscal year (FY05 target: 90%) 80% unplanned workforce request commitments met on time each fiscal year (FY05 target: 80%) 100% of high turnover/high demand continuously announced job titles with viable candidates (FY05 target: 100%) This Key Result Measure will go away in FY'05.</p> <p>Outputs: # of recruitment actions completed # of non-recruitment actions completed # of planned actions met ontime # of unplanned reactions met ontime # of applicants certified # of applicants hired # of employees promoted # of employees reassigned # of firefighter applicants tested # of requests for special decisions (SF-59) approved</p> <p>Demand: # of personnel actions (SF-52s) received # of recruitment actions received # of non-recruitment actions received # of planned actions received # of unplanned actions received # of applications received # of requests cancelled by agency # of applicants required for firefighter recruitment # of requests for special decisions (SF-59) received</p> <p>Efficiency: \$ Cost per personnel action (SF-52)</p>
Responsible Program Manager	Mary L. Montgomery, Associate Director, Management Services Division
Responsible Activity Manager	Mary L. Montgomery, Associate Director, Management Services Division
FY 2005 Budget (Gross Funds)	\$3,044,022
FTE's	

PROGRAM	Management Services
Activity	Organizational Design and Workforce Planning
Activity Purpose Statement	The purpose of the Organizational Design and Workforce Planning activity is to provide consultation and advisory services to agency managers so they can implement organization structures and plan for vacancies to meet their management objectives.
Services that Comprise the Activity	Classified position descriptions Organization design guidance Desk audit findings Consultations/Advice Workforce plan database reports Position description instructions Position description and evaluation statements Reduction in force planning/consultations
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 100% of agencies under the authority of the Mayor with workforce plans in place by September 30th each fiscal year (FY05 target: 100%)</p> <p>Outputs: # of management consultations provided # of desk audits conducted # of agencies under the authority of the Mayor with workforce plans submitted ontime # of positions classified # of agency reductions-in-force</p> <p>Demand: # of planned consultation requests received # of unplanned consultation requests received # of agencies under the authority of the Mayor required to submit workforce plans # of agencies to service under the authority of the Mayor and through MOU # of reorganizations/realignments projected # of desk audits anticipated # of agency reduction-in-force anticipated</p> <p>Efficiency: \$ Cost per management consultation \$ Cost per desk audit</p>
Responsible Program Manager	Mary L. Montgomery, Associate Director, Management Services Division
Responsible Activity Manager	Mary L. Montgomery, Associate Director, Management Services Division
FY 2005 Budget (Gross Funds)	\$670,571
FTE's	

PROGRAM	Management Services
Activity	Counseling
Activity Purpose Statement	The purpose of the Counseling activity is to provide consulting, research and analysis services to management and HR advisors so they can make well-informed decisions regarding workplace issues.
Services that Comprise the Activity	Management /Complaint consultations Needs assessments Workshop/briefings conducted Letter template Performance Improvement Plans Template Workplace policy development (ADA, FMLA, Sexual Harassment, etc.) HR Council/HR Advisors - meetings
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> (<i>Key Result Measures Italicized</i>) <i>HR Council/Advisor meeting attendance % (meeting each month) (FY05 target: 75%)</i></p> <p><u>Outputs:</u> # of advisory consultations provided # of supervisors and managers trained # of terminations # of terminations during probationary period # of suspensions # of HR Council/Advisor meetings provided # of HR Advisors attending vs. substitutes attending for the HR Advisor</p> <p><u>Demand:</u> # of HR Council/Advisor meetings anticipated # of advisory consultations anticipated # of supervisors and managers requesting training</p> <p><u>Efficiency:</u> \$ Cost per consultation \$ Cost per manager/supervisor trained</p>
Responsible Program Manager	Mary L. Montgomery, Associate Director, Management Services Division
Responsible Activity Manager	Mary L. Montgomery, Associate Director, Management Services Division
FY 2005 Budget (Gross Funds)	\$200,696
FTE's	

PROGRAM	Employee Services
Activity	Employee Support
Activity Purpose Statement	The purpose of the Employee Support Activity is to provide advice, guidance, counseling, assistance, and information to current and prospective District employees so they can receive timely and accurate knowledge about HR issues and easy access to HR services.
Services that Comprise the Activity	Counseling sessions Customer Inquiry Responses Health, Optical and Dental Benefit Plan Consultations Retirement Plan Consultations Benefits Calculations Benefit Eligibility Determinations Complaint/Suggestion responses Benefits Presentations and Information Promotions New Hires Employment Verifications HR Policy Info Benefit plans Retirement plans
Activity Performance Measures (Target & Measure)	<p>Results: (<i>Key Result Measures Italicized</i>) 75% of clients reporting that services delivered provided the info they needed to make decisions and take appropriate next steps. (FY05 target: 85%) 75% of surveyed clients reporting that their inquiries were satisfactorily answered on first contact (FY05 target: 85%) 75% of customers reporting they were able to obtain all requested information within three minutes of initiating call</p> <p>Outputs: # of customer call inquiry responses provided by DCOP # of inquiries answered within ESC # of benefits presentations conducted annually to showcase benefits available to District employees. # of publicity tools used annually to enhance knowledge of employee benefits # of information packets provided to prospective employees # of benefit contracts managed # of benefit surveys conducted</p> <p>Demand: #of customer inquiries anticipated # of Average calls in queue # of benefit surveys anticipated # of benefit contracts anticipated</p> <p>Efficiency: \$ Cost per employee receiving services from EAP provider \$ benefit cost per employee</p>
Responsible Program Manager	Mary L. Montgomery, Associate Director, Management Services Division
Responsible Activity Manager	Mary L. Montgomery, Associate Director, Management Services Division
FY 2005 Budget (Gross Funds)	\$2,692,717
FTE's	

PROGRAM	Employee Services
Activity	Processing and Information Management
Activity Purpose Statement	The purpose of the Processing and Information Management activity is to provide document processing and information management services to agencies so they can have timely, accurate and up-to-date information for making well-informed human resource decisions.
Services that Comprise the Activity	Processing of personnel actions Maintenance, Storage and Archiving of Employee Records Marketing Materials Notifications Surveys Statistical analyses Data reports Benefits Enrollment Confirmations
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 90% of actions processed meeting established timeframes (FY05 target: 92%) This Key Result Measure will go away in FY'05.</p> <p>% of enrollment confirmations issued to employees within two working days of application receipt. % of forms disseminated to appropriate units within one working day of receipt. % of records provided to requesting staff within four hours of request. % of DCOP staff reporting that survey results reported in manner useful for decision-making</p> <p>Outputs: # of personnel actions # of records retrievals provided to client agency staff # of off-site records archived # of records destroyed (by legal requirement) # of client satisfaction surveys conducted Cubic feet of record space managed # of electronic forms processed # of paper forms processed</p> <p>Demand: # of personnel action requests anticipated annually # of records requests received from client agencies Cubic feet of record space anticipated to be required Cubic feet of records anticipated to be destroyed (by legal requirement) # of electronic forms submitted annually # of paper forms submitted annually</p> <p>Efficiency: \$ Cost per electronic form received \$ Cost per paper form received \$ Cost per record maintained</p>
Responsible Program Manager	Mary L. Montgomery, Associate Director, Management Services Division
Responsible Activity Manager	Mary L. Montgomery, Associate Director, Management Services Division
FY 2005 Budget (Gross Funds)	\$866,654
FTE's	

PROGRAM	Agency Management
Activity	Personnel
Activity Purpose Statement	The purpose of the Personnel activity is to provide timely advice and assistance on HR issues to agency management so they can hire, manage and retain a qualified workforce.
Services that Comprise the Activity	Workforce Plans Recruitment Plans Candidate Selection Recommendations Job Analysis and Classification Recommendations Legal and Regulatory Interpretations Personnel Policy Interpretations and Recommendations Personnel Policy and Procedural Updates Employee Relations Management and Advisory Services Staff Consultations and Inquiry Responses Employee Compliant/Grievance Investigation Reports Organization Development Facilitations and Consultations Analytical Reports Other
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> (<i>Key Result Measures Italicized</i>) 5% reduction in agency's annual average vacancy rate. The formula to calculate data equal (# of vacant authorized DCOP positions divided by the # of authorized DCOP positions.) Baseline data will be collected and established in FY 2003.</p> <p>5% reduction in employee turnover rate (as compared with FY2003 baseline data to be collected and established). Formula to calculate data equal (# of budgeted employees who leave the agency within a fiscal year divided by the # of budgeted employees authorized in the fiscal year.)</p> <p>90% of workforce plans commitments met.</p> <p><u>Outputs:</u> # of DCOP FTEs managed # of exit interviews conducted # of budgeted positions filled # of workforce plan actions completed</p> <p><u>Demand:</u> # of authorized FTE positions in DCOP budget # of anticipated workforce plan actions</p> <p><u>Efficiency:</u> Total personnel cost per FTE</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director for Administration, Shared Services Division
Responsible Activity Manager	Fitzgerald Fant, Human Resources Manager
FY 2005 Budget (Gross Funds)	\$116,642
FTE's	

PROGRAM	Agency Management
Activity	Training and Employee Development
Activity Purpose Statement	The purpose of the Training and Employee Development activity is to provide training and career development services to department staff so they can maintain/increase their qualifications and skills.
Services that Comprise the Activity	Training Needs Assessments Training Plans Training Classes, Seminars and Workshops Tracking System Internal Educational Consulting Sessions Training Reports
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> (<i>Key Result Measures Italicized</i>)</p> <p>80% of all new employees will complete customer service training within the first 90 days of their appointment.</p> <p>90% of all eligible employees will complete the FY03 mandatory MSS training courses by the end of the fiscal year.</p> <p>30% of employees will receive technology training related to agency initiatives.</p> <p><u>Outputs:</u> # of participant training days # of employees trained</p> <p><u>Demand:</u> # of training applications expected</p> <p><u>Efficiency:</u> Total training cost per training participant day</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director for Administration, Shared Services Division
Responsible Activity Manager	Fitzgerald Fant, Human Resources Manager
FY 2005 Budget (Gross Funds)	\$126,387
FTE's	

PROGRAM	Agency Management
Activity	Contracting and Procurement
Activity Purpose Statement	The purpose of the Contracting and Procurement activity is to provide contract management services to department staff so they can meet necessary requirements for procurement actions and comply with contract rules and regulations.
Services that Comprise the Activity	Monitoring and Compliance Procurement Recommendations Change Orders Technical Assistance Purchase Reports Change Orders Service Level Agreements (SLA's) Memorandums of Understanding/Service Agreements
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 80% of SLA actions completed on schedule 90% of SLA actions completed</p> <p>Outputs: # of SLA actions completed on schedule # of SLA actions completed</p> <p>Demand: # of contracts anticipated <ul style="list-style-type: none"> • over 25K • over 1 million # of contracts <ul style="list-style-type: none"> • over 25K • over 1 million # of contract options exercised</p> <p>Efficiency: \$ cost per contract</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director, for Administration, Shared Services Division
Responsible Activity Manager	Jean E. Mitchell, Compliance Coordinator (Acquisitions), Shared Services Division
FY 2005 Budget (Gross Funds)	\$128,137
FTE's	

PROGRAM	Agency Management
Activity	Property Management
Activity Purpose Statement	The purpose of the Property Management activity is to provide support to DCOP employees so they can obtain the required services in a timely manner.
Services that Comprise the Activity	Space Management Space Allocations Fixed Cost Projections Security Services Emergency Response Relocation Support Postal Services Parking Services Facility Coordination Furniture Relocations Recycling Services
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 90% of DCOP's employees will have minimum space needs met as prescribed by District government guidelines.</p> <p>Outputs: # of space allocations completed and space needs met</p> <p>Demand: # of full-time equivalents</p> <p>Efficiency: Not Applicable</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director for Administration, Shared Services Division
Responsible Activity Manager	Janice Y. Allen, Administrative Officer
FY 2005 Budget (Gross Funds)	\$823,371
FTE's	

PROGRAM	Agency Management
Activity	Information Technology
Activity Purpose Statement	The purpose of the Information Technology activity is to provide information technology and related support services to DCOP employees so they can deliver human resources services on time, within budget and as promised to their clients.
Services that Comprise the Activity	DCOP Networking platforms DCOP Data networking Hardware Specifications Hardware purchases Hardware maintenance Hardware Installations Software specifications Software license purchases Customized (internally developed) software applications Software Installations File backups/recoveries Help desk inquiry responses Data reports Long range IT plan Telephony hardware repair and change Telephony voice mail accounts Web access services Web pages Web page updates Electronic File storage/areas
Activity Performance Measures (Target & Measure)	<p><u>Results:</u> <i>(Key Result Measures Italicized)</i> 75% customer DCOP IT help desk inquiry responses completed according to established timeframes (i.e., Priority 1 = 1 hour) 70% customers reporting that DCOP IT help desk responses resolved identified problems so they could resume work in a timely manner and were provided in a courteous manner 70% DCOP customers receiving custom designed software reporting that completed product met pre-established design objectives 50% of DCOP employees who report they have the software technical skills to do their jobs 80% HR Advisors provided access to human resources data (On line Record and/or Discoverer) 90% DCOP staff provided access to human resources data (UPPS, Online Record and/or Discoverer)</p> <p><u>Outputs:</u> # priority 1 help desk inquiry responses (i.e., no access to PC) # priority 2 help desk inquiry responses (i.e., install software) # priority 3 help desk inquiry responses (i.e., acquire new software) # of workstations provided support services # of customized (internally developed) software applications delivered # of HR Advisors provided networking and web access services # of DCOP staff provided networking and web access services # of workstations supported</p> <p><u>Demand:</u></p>

	# of priority 1 help desk inquiry requests for assistance # of priority 2 help desk inquiry requests for assistance # of priority 3 help desk inquiry requests for assistance # of customized (internally developed) software applications expected # of workstations expected to require support <u>Efficiency:</u> \$ cost per priority 1 request received \$ cost per priority 2 request received \$ cost per priority 3 request received \$ cost per customized (internally developed) software applications \$ cost per workstation provided services
Responsible Program Manager	Ronald Frenette, Interim Associate Director of BPR/OIT
Responsible Activity Manager	Ronald Frenette, Interim Associate Director of BPR/OIT
FY 2005 Budget (Gross Funds)	\$1,332,304
FTE's	

PROGRAM	Agency Management
Activity	Business Process Reengineering
Activity Purpose Statement	The purpose of the BPR activity is to provide process engineering and change management support services to DCOP executives, managers and employees so they can so they can achieve organizational results.
Services that Comprise the Activity	Project plans Functional specifications Transition reporting tools Needs assessment Process redesign Process/system recommendations Staffing recommendations Process flows/maps Training classes Coaching sessions User groups Consultations Capital program management
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i></p> 75 % customers reporting that completed projects achieved pre-established outcomes 80 % customers reporting that services received helped them achieve organizational results 80 % of project plans on schedule 5 % difference between capital program budget and actual expenditures. <p>Outputs:</p> # of processes redesigned # of projects managed # of process design consultations provided # of needs assessments provided <p>Demand:</p> # of functional specifications requests expected # of project requests expected # of process redesign consultation requests expected # of needs assessment requests expected <p>Efficiency:</p> \$ cost per project managed \$ capital project variance Days capital project variance
Responsible Program Manager	Ronald Frenette, Interim Associate Director of BPR/OIT
Responsible Activity Manager	Ronald Frenette, Interim Associate Director of BPR/OIT
FY 2005 Budget (Gross Funds)	Capital-funded
FTE's	

PROGRAM	Agency Management
Activity	Financial Services
Activity Purpose Statement	The purpose of the intra-district agreement with OFRM is to provide Finance and Accounting Services for the D.C. Office of Personnel so it can perform its mission.
Services that Comprise the Activity (Performed by the Office of Finance and Resource Management/OFRM)	Agency Budget (Operating and Capital Grants, intra-District) Development and Monitoring Revenue and Expenditures Tracking Reports Revenue and Expenditure Estimates (FRP) Annual Financial Report Capital Project/Grant Closeouts Grant Management/Allocations Budget Variance Analyses Budget Change Requests Fund Certifications Activity Management
Activity Performance Measures	<p>Results: <i>(Key Result Measures Italicized)</i> 5% variance of estimate to actual expenditure (over/under) (FY05 target: <5%) 10% expenditure variance by program agency wide 90% of DCOP program managers who stay within their fiscal year budget – TARGET – 100% 90% of external audit findings resolved within 60 calendar days – 70% of internal audit findings resolved within 90 calendar days</p> <p>Outputs: # of monthly reports sent to program managers within established timeframes # of capital projects closed # of grants billed</p> <p>Demand: # of new capital projects authorized # of operating programs authorized</p> <p>Efficiency: Total department budget per dollar of financial monitoring expense</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director for Administration, Shared Services Division
Responsible Activity Manager	Robert Jose, Senior Financial Manager
FY 2005 Budget (Gross Funds)	\$171,698
FTE's	

PROGRAM	Agency Management
Activity	Risk Management
Activity Purpose Statement	The purpose of the RiskManagement activity is to provide Risk Management Services to DCOP employees so they can mitigate risk and avoid loss.
Services that Comprise the Activity	Risk Management Plans Risk Assessments Incident Analyses Policy Recommendations Legal and regulatory interpretations Status Report Risk Management Interventions Consultations
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 5% reduction in employee complaints on unsafe/unhealthy work environment as compared with the FY 03 baseline data 5% reduction in vehicle related accidents as compared with the FY 03 baseline data Cost of Risk (FY04 target: TBD; FY05 target: TBD)</p> <p>Outputs: # of work environment complaints reported # of logged vehicle accident reports</p> <p>Demand: # of vehicle risk exposures # of unsafe/unhealthy work environment exposures</p> <p>Efficiency: Cost per claim/complaint investigated</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director for Administration, Shared Services Division
Responsible Activity Manager	Jean Mitchell, Compliance Coordinator (Acquisitions), Shared Services Division
FY 2005 Budget (Gross Funds)	\$45,329
FTE's	

PROGRAM	Agency Management
Activity	Legal Services
Activity Purpose Statement	The purpose of the Legal Services activity is to provide employment/ HR law advisory services and review to DCOP and other city officials to facilitate receipt of timely information to minimize risk and comply with federal and local employment laws.
Services that Comprise the Activity	Legal Advice Legal Sufficiency Reviews Statutory and Regulatory Interpretations Document Reviews Document Drafting Legal Research Investigations Risk Assessments
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 90% of legal advice consultation provided within mutually established timeframes</p> <p>Outputs: # of consultations</p> <p>Demand: # of consultations anticipated</p> <p>Efficiency: \$ Cost per consultation</p>
Responsible Program Manager	Rosalind R. Inge, Interim Director
Responsible Activity Manager	Camille Weithers, Attorney Advisor
FY 2005 Budget (Gross Funds)	\$225,949
FTE's	

PROGRAM	Agency Management
Activity	Fleet Management
Activity Purpose Statement	The purpose of the fleet management activity is to provide new and replacement vehicle and equipment services; requested repair services; preventive and preparatory equipment maintenance services; and fuel, lubricant, and parts services to DCOP so they can have appropriate safe working vehicles available in order to deliver timely and efficient services.
Services that Comprise the Activity	Motor Pool Cars
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 90% of vehicle/equipment orders processed by Fleet Management within</p> <p>Outputs: # of days Motor Pool cars are used</p> <p>Demand: # of days Motor Pool cars are expected to be needed by DCOP</p> <p>Efficiency: \$ per DCOP employee</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director, for Administration, Shared Services Division
Responsible Activity Managers	Janice Y. Allen, Administrative Officer, Shared Services Division
FY 2005 Budget (Gross Funds)	\$48,829
FTE's	

PROGRAM	Agency Management
Activity	Communications
Activity Purpose Statement	The purpose of the Communications activity is to disseminate information and provide communication support services to DCOP employees and external customers (e.g., DC Government employees, the media, and the public) so they can be aware of human resources matters in a clear, accurate, consistent, and timely manner.
Services that Comprise the Activity	Newsletters Informational Bulletins Informational Meetings Media Request Responses Promotional Campaigns Posters, Brochures and Catalogs Media Outreach Services Website Content Workshops Congressional Inquiry Responses Council Inquiry Responses Other (e.g., Editing Services, Document Design)
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> Fill 90 % of significant constituent requests by the date promised.</p> <p>Assure that no more than 5% of documents contain inaccurate information (does not include information where other employees are primary conduit, e.g., offer letters).</p> <p>Assure that no more than 5% of published documents are inconsistent with previously disseminated documents (does not include information where other employees are primary conduit, e.g., offer letters).</p> <p>Outputs: # of requests from key internal constituents # of requests from key external constituents # of published documents # of documents with confirmed inaccuracies # of documents with inconsistent information</p> <p>Demand: # of planned or recurring published documents # of planned testimonies # of planned newsletters</p> <p>Efficiency: cost per significant request cost per published document</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director for Administration, Shared Services Division
Responsible Activity Manager	Randi Blank, Communications Officer
FY 2005 Budget (Gross Funds)	\$132,072
FTE's	

PROGRAM	Agency Management
Activity	Customer Service (Internal)
Activity Purpose Statement	The purpose of the Customer Service activity is to provide administrative support services to DCOP employees so they can obtain the requested services and commodities in a timely manner.
Services that Comprise the Activity	Time and Attendance Services Purchase Order Deliveries Telephone Billing Equipment Maintenance and Repairs Procurements Employee Reimbursements Travel Reimbursements Inventory Management Services Forms Safety/Security checks and coordination Agency Reports Farecards Flashcards
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 85 % of Miscellaneous Purchases Requests completed 85 % under \$2,500 completed within 5 days and delivered as promised 80 % over \$2,500 completed within 10 days and delivered as promised 90 % filled from stock within 24 hours and delivered as promised 4 = Rating of agency on all four telephone service quality criteria: 1) Courtesy, 2) Knowledge, 3) Etiquette, 4) Overall impression</p> <p>Outputs: # of Purchases Purchase requests under \$2,500 completed and delivered as promised # of Purchase requests over \$2,500 completed and delivered as promised</p> <p>Demand: # of Purchase Order requests anticipated # of Purchases Order requests anticipated under \$2,500 # of Purchase Order request anticipated over \$2,500</p> <p>Efficiency: Not Applicable</p>
Responsible Program Manager	Rosalind R. Inge, Deputy Director for Administration, Shared Services Division
Responsible Activity Manager	Janice Y. Allen, Administrative Officer
FY 2005 Budget (Gross Funds)	\$469,984
FTE's	

PROGRAM	Agency Management
Activity	Performance Management (Internal)
Activity Purpose Statement	The purpose of The Performance Management activity is to provide Human Resource leadership, strategic planning and management to the Office of Personnel and other city agencies, including advice to city officials and other stakeholders so that they can effectively operate Human Resource programs and address HR issues.
Services that Comprise the Activity	Strategic Plans Human Resource Advisory Services Policy / Procedural Guidance Performance Reports
Activity Performance Measures (Target & Measure)	<p>Results: <i>(Key Result Measures Italicized)</i> 70% of key results measures met (FY05 target: 70%) 100% of D.C. Office of Personnel employees receiving timely performance evaluations</p> <p>Outputs: # Associate Directors performance goals are met # Performance Evaluations completed # Key results are met</p> <p>Demand: # Staff eligible for performance evaluations # Associate Director performance goals fulfilled # of key results measures met</p> <p>Efficiency: \$ Total cost of Director Administration per DCOP/CWD FTE</p>
Responsible Program Manager	Rosalind R. Inge, Interim Director, D.C. Office of Personnel
Responsible Activity Manager	Rosalind R. Inge, Interim Director, D.C. Office of Personnel
FY 2005 Budget (Gross Funds)	\$45,329
FTE's	